

15 February 1956

MEMORANDUM FOR: Deputy Director/Intelligence

SUBJECT: Report on Individual Career Development  
Planning Program

1. This Office does not have any written, formal issuances on this subject, nor have we developed detailed written career "plans" for our personnel.

2. We recognize that a program of detailed written career development plans, projected step by step into the future, may be necessary in larger components of the agency. However, we believe that such a program has serious drawbacks even in the larger offices, and is particularly inappropriate for a small office such as O/NE.

3. Unless these formal plans can be fulfilled in a substantial percentage of cases, more problems are raised than solved. Employee morale suffers if a detailed plan is in existence and is not implemented. A variety of reasons, which may be entirely unconnected with the employee's qualifications, often prevent scheduled implementation of career progression, including transfers, rotations, overseas duty, external training and the like.

4. O/NE has operated on the principle that effective career development comes from a knowledge on the part of each employee that he is encouraged to discuss his job preferences and career intentions with his supervisor; that his superiors are interested in his future; and that the agency will implement career development of qualified employees. It comes also from responsible supervision and from continuing surveys by each Office Career Service Board of the employees under its guidance. All this is admittedly more difficult in the large components of the agency.

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5. In O/NE we have encouraged personal interviews of employees with their supervisors. We have had many employees appear before the Career Service Board for a full discussion of career development and job progression. Our Board has under continuing consideration the professional growth of its employees. We think this practice is effective and we believe morale is improved by it.

6. In sum, our position is that career development should be a matter of serious concern to responsible officials in every segment of the agency. Its effective implementation will vary in different offices. For an office as small as O/NE, we feel that individual consideration at normal, appropriate, flexible intervals is preferable to any written plan, detailed in advance, which may be unrealistic and which in most cases will probably prove to be impossible to implement.

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Chairman  
O/NE Career Service Board